



ENDUMENI MUNICIPALITY

Annual Report

2008/2009

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Introduction



Introduction

Municipal Manager

The new Endumeni Municipality came into being on 5th December 2000 as a result of Government's institutional restructuring of the system of local government. Municipalities in general have experienced significant service delivery, administrative and financial challenges as a result of the previous amalgamation process following the first democratic municipal elections. Solutions, which were to be affordable and sustainable in the long term, therefore had to be sought if the Municipality wanted to continue with its service delivery and meet development challenges. As a result of this additional financial pressure, which were experienced by municipalities, the Cabinet allocated funds to assist in this regard. In terms of the Section 12 notice the Municipality functions as a Municipality with a plenary executive council as contemplated in Sections 3(b) of the Determination of Types of Municipality Act, 2000 (Act No. 1 of 2000). The Council consists of 12 Councillors of whom no one is a full-time Councillor. The Endumeni Local Municipality is established as a Category B Municipality as determined by the Demarcation Board in terms of Section 4 of the Municipal Structures Act, 1998.

The economy of the region depends to a large extent on agricultural activities, industrial and commercial activities and to a lesser extent on tourism. Industrial growth at this point in time is poor. However, prospects for the development of tourism are excellent and all endeavors are being made to utilize this opportunity. Further statistical data is available in the detailed IDP review.

The administration, accounting and service delivery functions have all been managed and coordinated from the offices in Dundee in exactly the same manner, as had been done prior to the elections in December 2000. The explanation for this lies in the fact that most of the infrastructure and staff are based in Dundee, Glencoe, and Wasbank. The municipality was therefore not overly burdened with the amalgamation of staff or equipment, but had only to attend to the challenges surrounding incorporation of an additional area of jurisdiction. During the 2008/2009 fiscal year, significant progress has been made in the following key strategic areas.

Introduction

Municipal Manager

- Conversion of Sibongile/Sithembile Hostels into Family units.
- Allocation of R19 167 371.00 for Housing Projects within Endumeni area of jurisdiction.
- Endumeni Aids Projects.
- Refinement Institutional Plan.
- Refinement of Job Evaluation.
- Refinement of Spatial Development Framework.
- Review of Endumeni Integrated Development Plan.
- Refinement of Endumeni Financial Plan.
- Development of Gender Equality and Poverty Reduction Strategy.
- Development of Housing Sector Plan.
- Development of Transportation Plan.
- Refinement of Comprehensive Organizational Performance Management System.
- Compilation of SDBIP.
- Out sourced Electrical Meter Audit Function.
- Outsourced Debt collection function.

I would like to thank the Executive Committee, Members of Council and Staff for their continued support during difficult times, that has culminated in the 2008/2009 Municipal Year being a major success.

I thank you!

D B CEBEKHULU

**MUNICIPAL MANAGER
ENDUMENI MUNICIPALITY**



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Foreword



On Monday 1st October 2007 the Endumeni Municipal Council reconvened to restructure its office bearers following the floor crossing window period which occurred during September 2007. Of the 12 Endumeni Councillors present on this day, 6 were aligned to the Inkatha Freedom Party, 4 are aligned to the African National Congress and 2 were aligned to the Democratic Alliance. The seat of Speaker was bestowed on Cllr. D Singh of the IFP afterwhich Cllr. (Ms) W N Mbatha of the IFP was elected Mayor, Cllr. A M Raubenheimer of the DA was elected as Deputy Mayor and Cllr. (Ms) R T Nukani of the ANC was elected as Executive Committee Member.

When I assumed the seat of Mayor I realised instantly that this task is a formidable one and being the first citizen of Endumeni a great deal of responsibility was entrusted upon me. In my experiences during the course of the year I came to realise that the task to lead a municipality is extremely challenging, and one can only succeed if one has the full co-operation of both the Political component (Councillors) and the Administrative component (Officials). I can safely say that both Councillors and Officials have placed all their energies to ensure good service delivery and sound performance as depicted in this Annual Report.

On the evening of Monday, 12 May 2008 we were greeted with shock and horror when we learnt of the senseless and untimely death of Councillor P M Nxele. On this night Cllr. Nxele was shot 4 times and killed in his driveway, and until the perpetrators are brought before justice, it can only be assumed that he had died because of his steadfast role and stance that he took in fighting corruption. We will surely miss him and the vibrant contributions that he made at Council meetings.

Through these trying times the Endumeni Council gained from strength to strength and re-united to ensure that its purpose is fulfilled no matter what the consequences are.

Foreword

Her Worship The Mayor Cllr. W N Mbatha (Ms)

May I therefore, in conclusion thank all Councillors and Officials for providing me with their guidance, experience, knowledge and expertise to steer the Endumeni ship forward to ensure a better life for our community and future generations to come.

I thank you.

**CLLR W N MBATHA (MS)
MAYOR: ENDUMENI MUNICIPALITY**



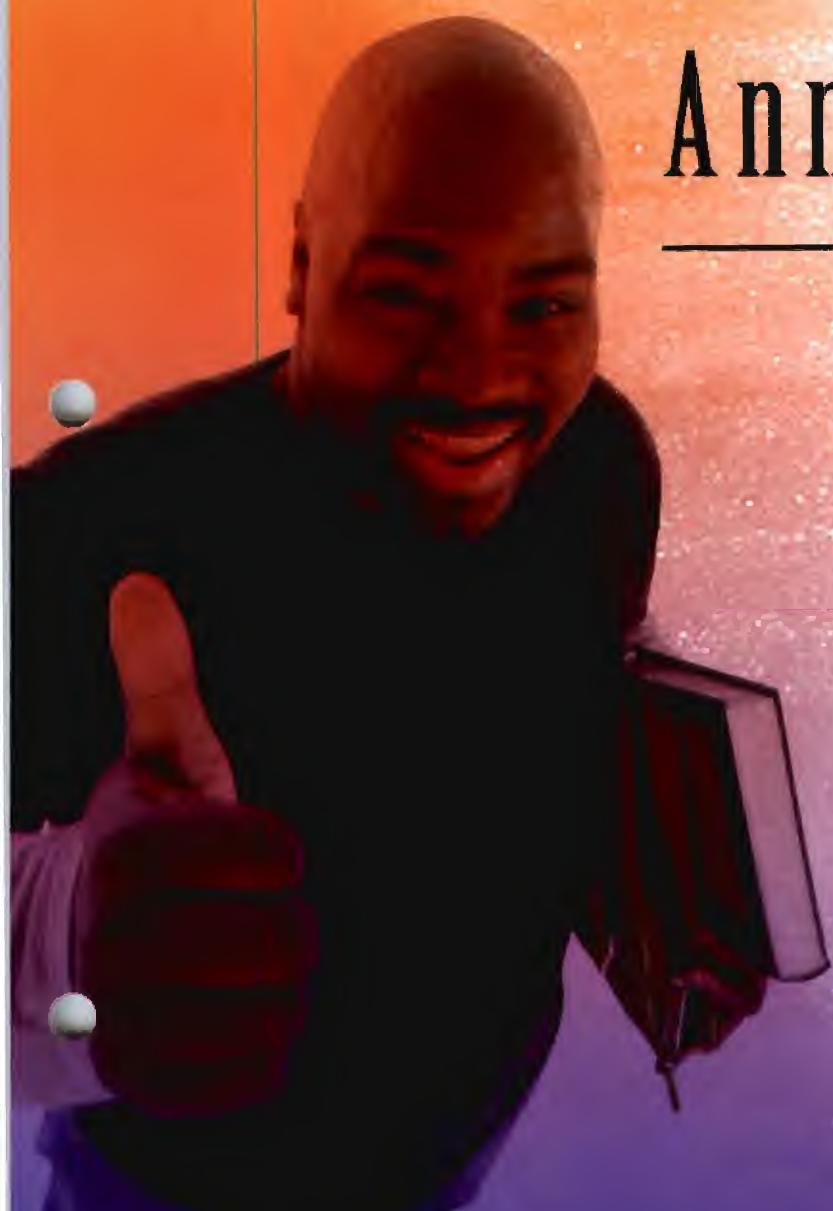
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Chapter 1

**Introduction &
Overview of
Municipality**



Endumeni Municipality is located 360 kilometres South East of Johannesburg and 290 kilometres North of Durban. The area is located adjacent the Biggarsberg in the foothills of the Drakensberg. The Municipality is generally accessed by turning off the N3 highway onto the N11 then proceeding onto the R68 into the Municipal area.

Endumeni municipal area is one of four local authorities forming the uMzinyathi District Municipality. The local municipalities comprising the District are:

- Endumeni (KZ 241)
- Nquthu (KZ 242)
- Msinga (KZ 244)
- uMvoti (KZ 245)

Endumeni has the smallest population but the largest economy of the local authorities in the District, focussing as it does on the main urban areas of Dundee and Glencoe.

Demographic/Social Issues

The Endumeni Municipality (KZ241) comprises the towns of Dundee, Glencoe and Wasbank, together with a number of farms astride MR 33; MR 68 and DR 602. It should be noted that no Ingonyama Trust land is located within the Municipal Area.

The population of the Local Authority area, as determined in the 2001 census, was 50 762 people, of which 70,1% were of African origin. The gender split was relatively evenly balanced at 50,95 for females to 49,02 for males. The majority of the population (59%) was under the age of 29 years old, with 32 % being of school going age at between 5 – 19 years of age. Despite the large percentage of very young people, the population pyramid does not indicate the normal situation of a large base with most people being in the youngest age groups (under 4 years). In this instance, there are more people in the age group between 5 and 10 years, than 0 to 4 years. It is apparent that the higher infant mortality rate can be directly related to the HIV/Aids pandemic. This is supported by the fact that the adult population in the 20 – 29 year age group is also disproportionately small.

15% of the population of Endumeni has no education. This comprises mainly those over the age of 50 years. A relatively high percentage (14%) of the population of the Municipal area has a senior certificate, tertiary or other higher education. This augurs well for the future economic development of the area. There is nonetheless a shortage of schools to serve the education needs of the area's population.

Per capita income is generally low, with 54% having no income, and 25,55% earning less than R18000 per annum.

Over 75% of the population of Endumeni live in formal urban housing, whilst another 10% of the community lives in informal housing in Endumeni. Thirteen Percent of the population lives on rural farms in the area. Present estimates are that an additional 1200 sites are required.

Service Infrastructure

As regards infrastructural services, approximately 72,4% of the population has access to potable water, whilst 77% of household have flush toilets. 66% of households within Endumeni are also supplied with electricity. In comparison to rest of the District Municipality, the people of Endumeni are generally significantly better off in terms of access to service infrastructure.

Moreover, 84% of the population has good access to telephone services either within their dwellings or nearby.

The Municipal area is well connected by rail, being served by both the main line between Durban and Johannesburg which passes through Glencoe, and a spur line which links Glencoe to Dundee and Varied, and from where it links to the Richards Bay/ Gauteng mainline.

It is also well served by a network of inter- and intra-regional transportation routes, which includes links to Ladysmith, Newcastle, Dannhauser, Vryheid and Greytown via Pomeroy and Tugela Ferry, as well as links to Nqutu and beyond.

The standard of roads throughout the Dundee area is high, there being a 100 km of the surfaced road, with only approximately 10 km not being surfaced, primarily in the smallholdings area.

In the Glencoe area, approximately 60 km of road is surfaced, with about 30 km not being surfaced.

Conventional road storm water drainage exists in most of the urban areas.

There is however, a need to focus on the upgrading of rural access roads within Endumeni.

The urban areas are well serviced with regard to refuse removal, with 72% of the population have a weekly or other type of municipal refuse removal service. A new regional solid waste disposal site is under construction at Glencoe.

As regards Cemeteries, there are cemeteries located in Dundee, Sibongile, Glencoe, Sithembile and Wasbank.

The Dundee/ Sibongile cemetery still has approximately 12 000 available sites, with an expected life of 20 years, whilst Glencoe/ Sithembile and Wasbank have 5000 sites, with an expected life of 5 years; and 1660 sites, with an expected life of 20 years respectively.

Since the cemetery at Sithembile is likely to be full in 5 years, this might necessitate an extension of this or one or more of the other cemeteries in the relatively near future.

Economic Matters

The key economic sectors in terms of the 2001 Census data within Endumeni included:

- Social Services – 22,16%
- Trade – 13,64%
- Private household/domestic workers – 13,49%
- Farming ~ 9,57%
- Manufacturing - 7,39%
- Business Services – 4,93%
- Construction – 4,5%
- Transport – 4,48%
- Mining – 1,47% and Utilities – 1,03%

This highlights the dominance of the service centre nature of the local economy, with the social services and trade sectors comprising 35% of the economy. It also highlights that Endumeni has a relatively well diversified local economy.

Tourism in particular, contributes significantly to the economy of Endumeni. This is dominated by cultural tourism, bearing in mind that Dundee is centrally situated to a number of Anglo-Zulu and Anglo-Boer war battlefields. The local Museum, Talana Museum, is one of the foremost museums in the country. Whilst Dundee is not a tourist destination *per se*, it forms a pivotal part of the northern KwaZulu-Natal tourism route.



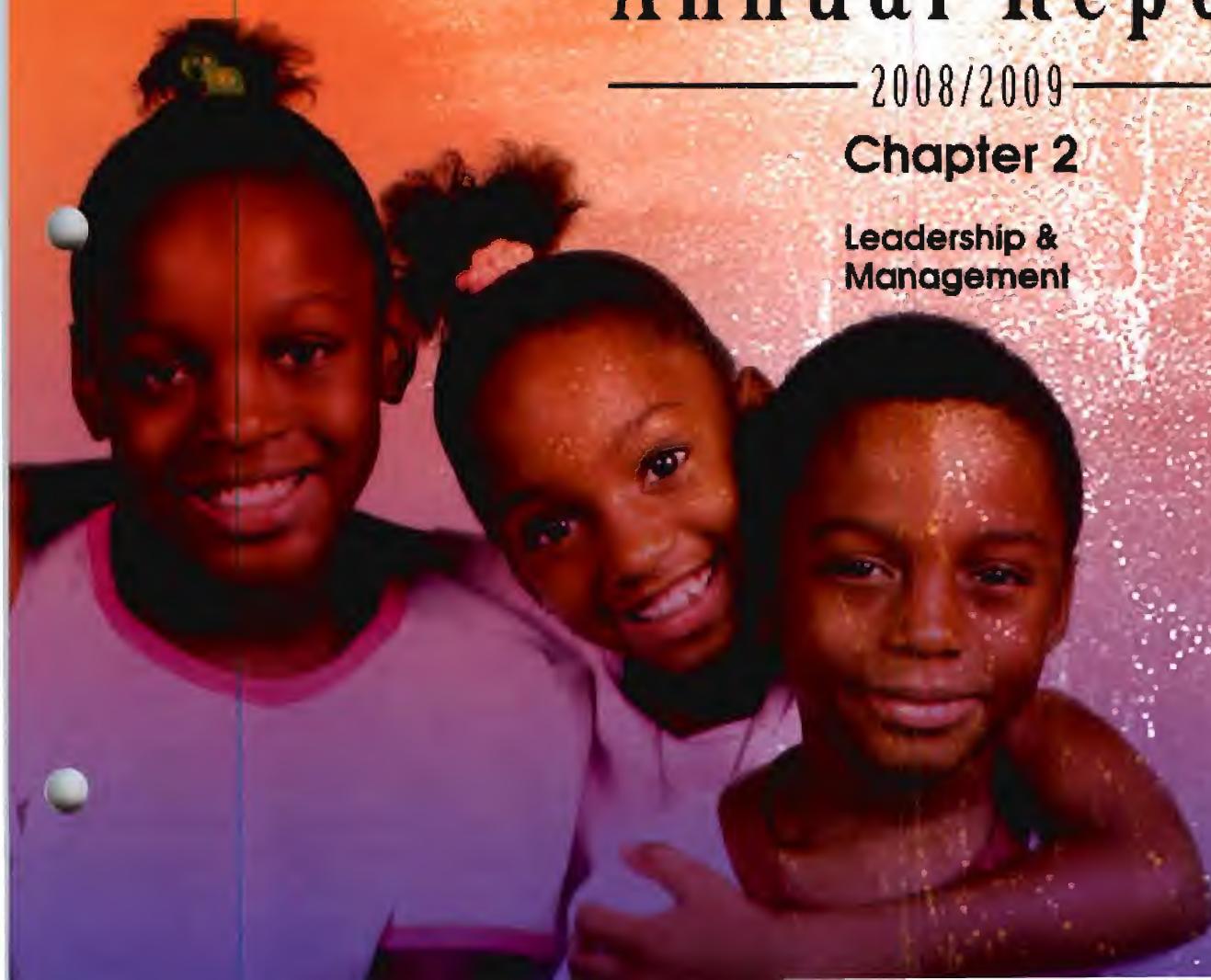
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Chapter 2

Leadership &
Management



Chapter 2**Leadership and Management****Section 2.1: Political Leadership****Endumeni Council**

| | | |
|------------------------|---------------------|-----|
| Cllr D Singh | Speaker | IFP |
| Cllr P M Bisram | | ANC |
| Cllr T B Mkhize | | IFP |
| Cllr Ms R T Nukani | Exco Member | ANC |
| Cllr Ms W N Mbatha | Mayor | IFP |
| Cllr Ms D P Nkosi | | DA |
| Cllr A M Mthembu | | ANC |
| Cllr E Adam | | DA |
| Cllr A M Raubenheimer | Deputy Mayor | DA |
| Cllr Ms J A Tshabalala | | IFP |
| Cllr S E Ndima | | ANC |
| Cllr P G Mabilisa | | IFP |

Endumeni Executive Committee

| | | |
|-----------------------|----------------------------|-----|
| Cllr Ms W N Mbatha | Chairperson - Mayor | IFP |
| Cllr A M Raubenheimer | Deputy Mayor | DA |
| Cllr Ms. R T Nukani | Exco Member | ANC |

**Sub-Committees And
Representatives To Bodies/Institutions****Labour Forum Sub-Committee:**

Cllr Ms W N Mbatha
Cllr Ms D P Nkosi
Cllr P G Mabilisa
Cllr P M Bisram
Municipal Manager
Manager Corporate Services
Manager Technical Services
Chief Financial Officer
8 Union members

Sport & Recreation

Cllr P G Mabilisa - **Chairperson**
Cllr A M Mthembu
Cllr A M Raubenheimer

Staff Disciplinary Sub-Committee - Officials of Council**Staff Disciplinary Appeals Sub-Committee**
Officials of Council**Tender Sub-Committee - Officials of Council**

Finances & Services Sub-Committee

Cllr Ms W N Mbatha **Chairperson**
Cllr A M Raubenheimer
Cllr Ms R T Nukani

Remuneration

Cllr Ms W N Mbatha **Chairperson**
Cllr A M Raubenheimer
Cllr Ms R T Nukani

Housing & Hostels Sub-Committee

Cllr Ms W N Mbatha- **Chairperson**
Cllr Ms D P Nkosi
Cllr Ms R T Nukani

Arts & Culture Sub-Committee

Cllr Ms R T Nukani **Chairperson**
Cllr Ms D P Nkosi
Cllr T B Mkhize

Health, Gender, Youth & Disabled Sub-Committee

Cllr Ms W N Mbatha **Chairperson**
Cllr Ms D P Nkosi
Cllr Ms R T Nukani

Local Economic Development Forum Sub-Committee

Cllr Ms W N Mbatha **Chairperson**
Cllr S E Ndima
Cllr Ms D P Nkosi

Representatives of Bodies/Institutions

Pension Funds (Staff)

KwaZulu-Natal Joint Municipal/SALA

Representatives: Cllr T B Mkize
 Cllr P M Bisram
Alternate: Cllr A M Mthembu

SALA Pension Fund

Representatives: Cllr Ms J A Tshabalala
Alternate: Cllr A M Mthembu

Pension Fund (Councillors)

None

Kwanaloga

Representatives: The Mayor, Cllr Ms W N Mbatha
Municipal Manager
Alternate: Cllr A M Raubenheimer

Dundee & District Agricultural Society

Cllr S E Ndima
Cllr P G Mabilisa

Talana Museum/Endumeni Tourism

Battlefields Route Committee
Cllr T B Mkhize
Cllr P M Bisram
Cllr Ms D P Nkosi

Global Health Medical Scheme

National Council for the Aged
Representative: Cllr Ms J A Tshabalala
Alternate: Cllr Ms D P Nkosi

Kwanaloga Industrial Relations

Representative: Cllr P G Mabilisa
Alternate: Cllr P M Bisram

Community Police Forum

Cllr Ms J A Tshabalala Wasbank
Cllr Ms D P Nkosi Glencoe
Cllr A M Raubenheimer Dundee Forum

Environmental Education Centre

Cllr T B Mkhize
Cllr Ms D P Nkosi

Fire & Emergency Services Co-ordinating

Committee/Rural Metro

Cllr P G Mabilisa

Head: Safety & Security

Section 2.2: Management

- Structure of Executive/Senior Management.



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Chapter 3

Vision &
Strategy



Section 3.1: Municipal Vision

A Vision is a statement that indicates a desired future scenario, which may be idealistic, and which describes the desired future state towards which the Municipality is working. It must paint a picture that all can embrace and it must be sufficiently detailed for everyone to see the same picture. With this in mind, the following revised Vision for the Endumeni Municipality was adopted.

ENDUMENI

"Together in prosperity"

"Endumeni, being at the heart of the KwaZulu-Natal battlefields, is a dynamic, developmentally focused Municipality working in partnership with all its people for the promotion of the sustainable, harmonious and balanced development of its urban and rural communities."

Section 3.1.1 Municipal Mission

The same approach was taken in revising the Mission. A Mission describes the reason for the Municipality's existence and describes what the Municipality does, why it is doing it and for whom it is being done. These principles were applied while revising the Mission Statement of the Endumeni Municipality. The revised Mission Statement is as follows:

MISSION STATEMENT

To provide an effective system of governance and administration aimed at addressing the challenges confronting the Municipality, namely

- **Planning for integrated, sustainable growth;**
- **Economic development;**
- **Social development;**
- **Integrated environmental development;**
- **The promotion of individual cultures;**
- **Empowerment, and**
- **Equity,**

in a manner befitting our core values.

Section 3.1.2 Core Values

It is also good management practice for a municipality to adopt and inculcate a set of core values. The values of a municipality describe the relationship between people within the municipality as well as between the Municipality and its customers. The core values should express the beliefs, commitment and principles that guide decision-making and they should also endeavour to reflect the prevailing culture within the Municipality. In this regard, it was deemed appropriate for the Endumeni Municipality to adopt the core values of SALGA, as the umbrella body for local municipalities in the country.

With these guiding principles in mind, the following core values were adopted for the Endumeni Municipality:

CORE VALUES

- Responsiveness
- Focus
- Excellence
- Humanism
- Enthusiasm

| | |
|------------------|--|
| Chapter 3 | Vision and Strategy |
| | Section 3.2: Municipal Strategy |
| | <p>The 2008/ 2009 Fiscal Year Was Informed By:</p> <ul style="list-style-type: none"> • The issues raised in the IDP Forum • The issues raised by the MEC in a letter to the Municipality, directing that certain key issues be addressed • Issues raised by the Umzinyathi PIMSS Centre, following its review of Council's IDP • <p>Key Issues addressed in the 2008/ 2009 Fiscal Year</p> <ul style="list-style-type: none"> • The implementation of an Organisational Performance Management System or PMS, which has been finalized and a link established between the institutional system and the implementation of the IDP • An expansion of the Financial Plan to cover a five year period, and a refinement of the Capital Investment Plan so as to ensure that this is linked to Council's IDP projects budget, and that consideration be given to the possible impact of this on the operational expenditure of the Municipality • A review of the Endumeni IDP projects list in order to confirm its 09/10 and 10/11 priority project list, which would then need to be linked to the LA's proposed budget, whilst at the same time ensuring that these are integrated with the 09/10 budgets of service providers |

- A further refinement of the Spatial Framework in order to include guidelines for the Land Use Management System, and providing further details relating to the future development and investment required in respect of the lower order nodes within the Municipality.

Chapter 3

Vision and Strategy

- The further expansion of the Gender Equality Programme, including the preparation of an action plan.
- That the Municipality further engage with all service providers in order to verify and confirm multi-year project proposals and funding requirements
- Refinement of a housing sector plan and the further refinement of a transport sector plan.

Point of departure

Integrated Development Planning is the key initiative for local authorities to succeed in their new role as defined in the Constitution and other legislation such as the Municipal Structures Act and the Municipal Systems Act and Regulations. This new role broadens the focus of municipalities to incorporate community development projects aimed at addressing the disparities in service delivery within municipal areas. As its name suggests, the IDP is the driver of integrated planning and development. The IDP process is designed to inform decisions on matters such as municipal budgets, economic development and institutional transformation by means of consultative, systematic and strategic processes. The IDP, in fact, represents a five-year strategic plan of a municipality.

The IDP process presents a forum for identifying, debating and solving key issues in the municipal area, which then goes on to add the detail that becomes community and project specific. The

projects are required to be realistic, goal oriented and sustainable and financially viable.

The IDP process is a participative, interactive and dynamic process, which is used in developing a high-level five-year strategic plan for the Municipality. The IDP process presents the Endumeni Municipality with an opportunity to involve the public in establishing a realistic, sustainable development process and methodology that will move the Municipality towards becoming a developmental local authority as required in the legislation. The IDP therefore becomes the over arching plan for the Endumeni Municipality.

The IDP can also be described as:

- A process through which municipalities prepare strategic development plans for a five-year period.
- A product of the integrated planning process.
- The principal strategic planning instrument, which guides and informs all planning, budgeting, management and decision making in municipalities.
- A tool for bridging the gap between the current reality and the vision of satisfying the needs of the whole community in an equitable and sustainable manner.
- A tool that enables the municipalities to develop strategic policy capacity to mobilize resources and to target their activities.
- A comprehensive strategic business plan for municipalities over the short and the medium term.

Legislative mandates

The legal mandates for developing and revising the IDP are found in the following Acts:

- *Section 153 of the Constitution* requires that municipalities manage their administration and budgeting and planning processes in such a way that they give priority to the basic needs of the communities and that they promote the social and economic development of the communities.
- *Section 84(1)(a) of the Municipal Structures Act* bestows the function and power upon municipalities to
 - carry out integrated development planning within their areas of jurisdiction.
- *Section 25(1) of the Municipal Systems Act* requires municipal councils to adopt a single inclusive strategic plan for the development of municipalities which:
 - Links, integrates and coordinates plans
 - Aligns resources
 - Forms policy which informs the budget
 - Is compatible with national and provincial plans
- *Section 34 of the Municipal Systems Act* requires municipalities to review and amend their IDPs on an annual basis in accordance with changing circumstances

Organisational Arrangements

Responsibility for Driving the Process:

The Department that is responsible for driving the IDP process in the Endumeni Municipality is the Technical Services Department, headed by the IDP Manager. Although the IDP Manager managed the process, this exercise was a team effort. The Municipal Manager, Management and Councilors provided guidance throughout the process. There is a general feeling that the process was managed well and there were effective structures in place. Ultimate responsibility though lies with the Municipal Manager.

Steering Committee Involvement:

A Steering Committee was formed which is able to accommodate a wide cross section of needs. It is comprised of management, councillors, government departments, community organisations and business. The committee managed the process well through holding regular meetings, which were generally well attended. Report backs to stakeholders also took place and it was found that the stakeholders participated meaningfully in the process. The IDP was approved and completed within the expected timeframes. There was also a process plan in place, which was, with some modifications, adhered to. The Committee was used as a "Think Tank" during the whole process, while the IDP Representative Forum was mainly used as a vehicle for driving the process forward.

Project Task Teams:

Project task teams were not established as head of department prioritised the projects and integrated them into their daily Departmental tasks.

Community and Stakeholder Participation:

It was found that community involvement is mainly by means of Ward Committee meetings that take place every second month. These committees were utilised during the IDP process although their function is not to deal exclusively with IDP related matters. There was consensus that the Ward Committee system is being used effectively in achieving meaningful community involvement. These committees are comprised of members of the community who are elected to serve on them. Public meetings also took place in 2002 and 2003, where communities were introduced to the municipal officials and then informed on how the Municipality functions.

Other stakeholders, such as business and community organisations also serve on the IDP Representative Forum.

An IDP Representative Forum is in place. This Forum has good and diverse representation. All of the key informants were in agreement that this Forum performed its functions well, that meetings were well attended, participation was enthusiastic, that the Vision and Mission of the Municipality were agreed upon, and that projects were properly prioritised.

Use of the IDP Guide Pack

Endumeni had access to the DPLG Guide Pack and this was used as a reference medium for developing the IDP and Process Plan. All of the key informants agreed that the Pack is good, effective and user-friendly.

Integration of Plans and Processes

There is consensus that strategies in the IDP document do address priority issues that were identified through an inclusive and participatory process. It was also agreed that the document addresses both the rural and urban issues although the rural and urban development requirements often differ considerably.

Alignment with Sector Departments

Workshops were held with the underlisted Sector Departments in order to ensure maximum alignment in terms of future projects, priorities and project funding vis a vis the implementation of projects, as reflected on the 2008/2009 IDP Projects list for the Municipal area:

- KZN Department of Transport,
- Land Affairs,
- Dept of Welfare & Population Development
- Dept of Minerals and Energy
- Umzinyathi PMSS Centre
- KZN DoT
- Dept of Agriculture
- Post Office
- Dept of Education
- Home Affairs
- Correctional Services
- Municipal Infrastructure Grants –MIG
- Uthukela Water
- SAPS

THE PROJECT IDENTIFICATION PROCESS

The process of reviewing, revising and updating the 2008/2009 IDP Projects Table was co-coordinated internally by the IDP Manager. A series of meetings was convened both individually and collectively with the various line-function Departments within the Municipality, as well as with the key Sector Departments, in order to identify projects that accorded with the Municipality's Vision. This resulted in the compilation of a comprehensive schedule of proposed projects.

An integrated development plan or IDP is a strategic operational business plan for assisting local authorities to integrate social, economic, sectoral, institutional, environmental and fiscal strategies in order to support the optimal allocation of scarce resources between sectors and geographical areas across the population in a manner that promotes sustainable growth, equity and justice.

The spatially-related component of an IDP is commonly referred to as the 'spatial development framework'.

A spatial development framework provides a broad indication of where the different types of land uses should take place within the Municipal area in order to achieve a range of land development objectives.



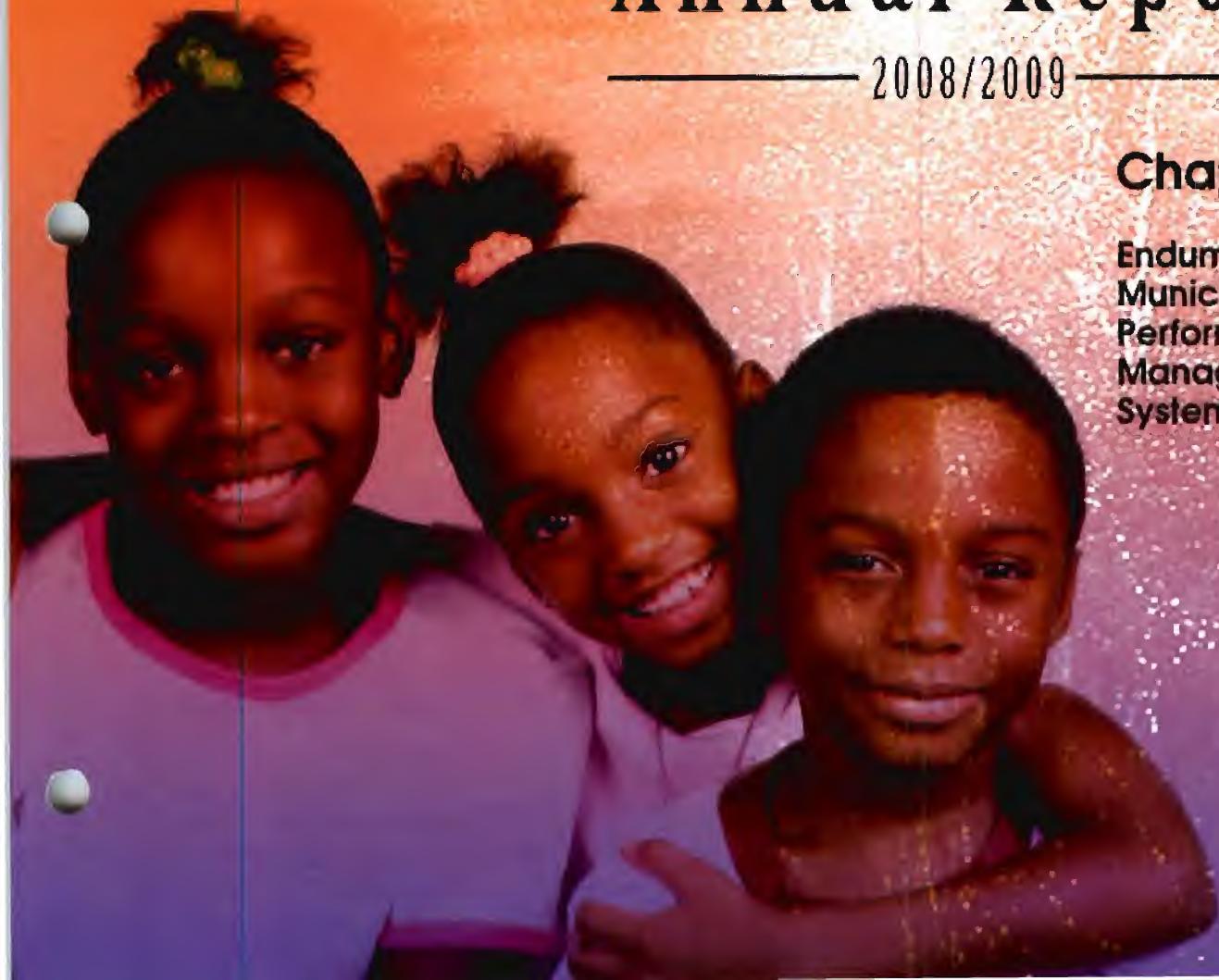
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Chapter 5

Endumeni
Municipality
Performance
Management
System



Section 5.1: Introduction

1. Introduction

The Endumeni Municipality has developed a fully-fledged Performance Management System (PMS) in terms of Chapter 6 of the Municipal System Act 32 of 2000. It has involved an extensive process to ensure that the system complies with legislative and policy requirements and a wide range of role players from outside as well as inside the Endumeni Municipality will be involved.

2. Legislative requirements for performance management

The legislative and policy framework for PMS includes the Constitution, The Municipal Systems Act, the Municipal Finance Management Act, Municipal Planning and Performance Management Regulations, The White Paper on Local Government and the Batho Pele principles.

The White Paper on Local Government (1998)

The White Paper on Local Government (1998) suggested that local government should introduce the idea of *performance management systems*. The White Paper noted that,

"Involving communities in developing some municipal key performance indicators increases the accountability of the municipality. Some communities may prioritise the amount of time it takes a municipality to answer a query; others will prioritise the cleanliness of an area or the provision of water to a certain number of households. Whatever the priorities, by involving communities in setting key performance indicators and reporting back to communities on performance, accountability is increased, and public trust in the local government system enhanced" (The White Paper on Local Government, 1998).

Batho Pele (1998)

Similarly, the White Paper on Transforming Public Service Delivery (Batho Pele) puts forward eight principles for good public service:

Chapter 5

Endumeni Municipality Performance Management System

The Municipal Systems Act (2000)

Government has taken this idea forward in the Municipal Systems Act (2000), which requires all municipalities to:

- Develop a performance management system
- Set *targets*, monitor and *review performance* based on indicators linked to their IDP
- Publish an *annual performance report* on performance for the councillors, staff, the public and other spheres of government
- Incorporate and report on a set of *general indicators* prescribed nationally by the minister responsible for local government
- Conduct an *internal audit* on performance before tabling the report.
- Have their annual performance report audited by the Auditor-General
- *Involve the community* in setting indicators and targets and reviewing municipal performance.

Municipal Planning and Performance Management Regulations (2001)

The Municipal Planning and Performance Management Regulations set out in detail the requirements for municipal PM systems. The Regulations state that any PMS must entail a Framework that describes and represent how the municipality's cycle and process of performance management, including measurement, review,

- Annually appoint a performance audit committee
- Provide secretarial support to the said audit committee

Municipal Finance Management Act

The Municipal Finance Management Act contains various important provisions related to performance management. It requires all municipalities to:

- Annually adopt a service delivery and budget implementation plan with service delivery targets and performance indicators.
- When considering and approving the annual budget set measurable performance targets for revenue from each source and for each vote in the budget.
- Compile an annual report, which must amongst others include a Municipality's performance report compiled in terms of the Systems Act.

3. PMS Process Plan

The PMS was developed in terms of a formal PMS process plan adopted by the Endumeni Municipal Council. The process plan sets out the phases and action steps to be followed in developing and implementing the system.

The deliverables for each of the phases were as follows:

PHASE 1: Starting the process of developing a performance management system

DELIVERABLES FROM THIS PHASE

- Detailed project charter with timeframes
- Delegated responsibilities to the Municipal Manager
- Institutional arrangements to facilitate the development of a PMS

PHASE 2: Developing an organisational performance management system

DELIVERABLES FROM THIS PHASE

- Detailed situational analysis
- Public participation plan and structures to facilitate community involvement in developing the PMS
- Workshop for Councillors and senior management on performance management
- Organisational key performance indicators and targets set out in a Municipal Scorecard
- Departmental key performance indicators and targets set out in Departmental Scorecards
- Detailed performance management framework setting out inter alia how the Municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted and managed
- Approved organisational Performance Management System

PHASE 3: Performance agreements for top management

DELIVERABLES FROM THIS PHASE

Written performance agreements for the Municipal Manager and all Heads of Departments.

PHASE 4: Develop an employee performance appraisal system

DELIVERABLES FROM THIS PHASE

Individual Performance Management Policy and Procedure Manual. Workshop for senior managers to enable them to implement the said Manual

PHASE 5: Conclude and sign off the project**DELIVERABLES DURING THIS PHASE**

- Project charter signed off as complete

4. Conclusion

The PMS process plan sets out the generally accepted principles, which will be applied in developing a system for the Endumeni Municipality, and clarifies the roles and responsibilities of the various roleplayers during the process. Copies of the said process plan are available upon request.

In terms of progress made in developing the PMS the following has been finalised too date:

- The delegation of responsibilities to the Municipal Manager
- Setting up institutional arrangements to facilitate the process
- The compilation of performance agreements and plans for the Municipal Manager and Heads of Departments
- The compilation of a manual to evaluate the performance of all Managers
- Conducting a PMS capacity building workshop for Councillors and senior managers.

In terms of a project charter a detailed Performance Management Framework was developed. The said Framework deals with the following matters and has been formally adopted by the Endumeni Municipality:

- The legislative framework for PMS
- PMS at various levels
- Objectives of the Endumeni PMS
- Principles informing the development of the PMS
- Preferred performance management model for Endumeni
- The process of managing performance and development
- The auditing of performance levels of key performance indicators
- General issues related to performance management

- An Audit Committee has been established and training completed.
- Minutes of the Audit Committee are enclosed .

- Key performance highlights for the year under review as considered by the Audit Committee and Endumeni Council in terms of section 40 of Municipal Systems Act 32 OF 2000.

Part C
MATTERS REFERRED
TO COUNCIL
FOR CONSIDERATION

C 01/30/07/09

ORGANISATIONAL AND INDIVIDUAL
PERFORMANCE MANAGEMENT SYSTEMS 2008/2009
[P9/17(a)]

RESOLVED

THAT

1. The departmental scorecards of the Chief Financial Officer, Manager Corporate Services, and Manager Technical Services be noted in terms of the Endumeni Organizational framework for the period 01 July 2008 to 30 June 2009;
2. The Endumeni Organizational scorecard be noted in terms of the Endumeni Organizational framework for the period 01 July 2008 to 30 June 2009;
3. The Minutes of the Endumeni Audit Committee in respect of Endumeni Organizational Performance Review for the period 01 July 2008 to 30 June 2009 be noted.

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C 02/30/07/09

SERVICE DELIVERY BUDGET IMPLEMENTATION
PLAN: 3RD and 4TH QUARTER REPORTS SECTION 57
MANAGERS PERFORMANCE REPORTS 3RD and 4TH
QUARTER [P9/17/(a)]

RESOLVED

THAT the Endumeni Municipality formally notes 3rd and 4th Quarter SDBIP reports, Section 57 Performance reports of the Municipal Manager, Manager Finance, Manager Corporate Services and Manager Technical Services as tabled with Endumeni audit committee minutes.

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Part C

MATTERS TO BE REFERRED TO COUNCIL FOR CONSIDERATION

C 01/30/07/09 ORGANISATIONAL AND INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEMS 2008/2009 [P3/17(a)]

REPORT: MUNICIPAL MANAGER

In terms of Council Resolution C 04/23/05/05 the Endumeni Municipality have adopted a Performance Management Framework for the Municipality and revised the framework in terms of Council Resolution C03/06/2006. The Framework has been advertised for public comment in terms of Government Notice No. R796, 24 August 2001. In terms of the Endumeni Municipality PMS Framework there is a requirement that the organizational and Departmental scorecards be submitted to the Executive Committee for consideration and review on a six monthly basis. The reporting should therefore take place in January 2009 (for the period 1 July 2008 to the end of December 2008) and for the period January 2009 to the end of June 2009. The Review in January 2009 will coincide with the mid-year performance assessment as per Section 72 of the MFMA. The Organizational scorecard is appended for the convenience of the Committee as per annexure "A". Departmental Scorecards are further appended as per annexure "B".

The Executive Committee in receiving the Departmental Scorecards submitted to it, will have to ensure the targets committed to have been met, where they are not, that satisfactory and sufficient reasons have been provided by senior management and the corrective action being proposed is sufficient to address the reasons for poor performance. If satisfied with the corrective action as proposed these must be adopted as formal resolutions of Council, minted and actioned accordingly. The minutes of the Audit Committee for performance management report fiscal year 2008/2009 are appended as per annexure "C".

IT IS

RECOMMENDED

THAT

1. The departmental scorecards of the Chief Financial Officer, Manager Corporate Services, and Manager Technical Services be noted in terms of the Endumeni Organizational framework for the period 01 July 2008 to 30 June 2009;
2. The Endumeni Organizational scorecard be noted in terms of the Endumeni Organizational framework for the period 01 July 2008 to 30 June 2009;
3. The Minutes of the Endumeni Audit Committee in respect of Endumeni Organizational Performance Review for the period 01 July 2008 to 30 June 2009 be noted.



PMS SCORECARD FOR THE PERIOD 1 JULY 2008 TO 30 JUNE 2009

| M&T KPI | LOCAL KPI | IDP OBJECTIVE | KPI | TYPE | SOURCE | FREQUENCY | BASELINE | ANNUAL TARGET 2008/09 | TARGET FOR THE FIRST 6 MONTHS | ACTUAL FOR THE FIRST 6 MONTHS | TARGET FOR THE SECOND 6 MONTHS | ACTUAL FOR THE SECOND 6 MONTHS | RECOMMENDED CORRECTIVE ACTION | RESPONSIBLE DEPT | |
|---------|-----------|---------------|---|-------|----------------------------|-------------|-------------|-----------------------|-------------------------------|-------------------------------|--------------------------------|--------------------------------|-------------------------------|------------------|--------------------|
| | | | | | | | | | | | | | | | |
| | | | Cost Coverage as defined in the Municipal Planning and Performance Management Regulations (2001) (A10+C10) | Input | Financial System | Annually | 5.1 | 6.1 | 6.1 | 6.1 | 6.1 | 6.1 | | | Financial Services |
| | | | Debt Coverage as defined in the Municipal Planning and Performance Management Regulations (2001) (A10+C10) | Input | Financial System | Annually* | 10.1 | 17.1 | 17.1 | 17.1 | 17.1 | 17.1 | | | Financial Services |
| | | | To monitor the financial viability of the Endowment Municipality | Input | Financial System | Annually | 10.2 | 17.1 | 17.1 | 17.1 | 17.1 | 17.1 | | | Financial Services |
| | | | Outstanding Service Debtor's to Revenue as defined in the Municipal Planning and Performance Management Regulations (2001) (A10+C10) | Input | Financial System | Annually | 48% | 44% | 44% | 44% | 44% | 44% | | | Financial Services |
| | | | Integrated development planning | Input | Financial System | Bi-annually | 3 5 000 000 | 3 5 000 000 | 20% | 20% | 20% | 20% | | | Financial Services |
| | | | Taxes levied and due | Input | Consumer Collection Report | Bi-monthly | 70% | 75% | 75% | 75% | 75% | 75% | | | Financial Services |

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ENDUMENI MUNICIPALITY
ORGANISATIONAL PMS SCORECARD

1 JULY 2008

| NAT KPA | LOCAL KPA | IDP OBJECTIVE | KPI | TYPE | SOURCE | FREQUENCY | BASELINE | ANNUAL TARGET 2008/9 | TARGET FOR THE FIRST 4 MONTHS | ACTUAL FOR THE SECOND 4 MONTHS | TARGET FOR THE SECOND 4 MONTHS | REASONS FOR PERFORMANCE STATUS | RECOMMENDED CORRECTIVE ACTION | RESPONSIBLE DEPT | |
|------------------------------------|--|--|---------|---------------------------------|-------------|-------------------------|-------------------------|-------------------------|-------------------------------|--------------------------------|--------------------------------|--------------------------------|-------------------------------|--------------------|--|
| | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | |
| Emergency | To facilitate access to electricity for each consumer within Endumeni Municipality | % of households with electricity connections | Outcome | 200/271 IDP | Annual | 77.50% | 78.00% | 78.20% | 78.00% | 78.00% | 78.00% | 100% Compliance | Technical Services | Corporate Services | |
| Fire fighting service | To ensure the delivery of a comprehensive fire fighting service | Extent to which service requirements are met by service provider as per contract | Outcome | Monthly Reports | Bi-Annually | Compliance Tenders | Compliance Tenders | Compliance Tenders | Compliance Tenders | Compliance Tenders | Compliance Tenders | 100% Compliance | Technical Services | Corporate Services | |
| Housing | To coordinate service delivery in respect of housing in Endumeni Municipality | Progress made with the implementation of the Housing Sector Plan | Output | Municipal project data | Bi-Annually | Compliance Process Plan | Compliance Process Plan | Compliance Process Plan | Compliance Process Plan | Compliance Process Plan | Compliance Process Plan | 100% Compliance | Technical Services | Technical Services | |
| Integrated development planning | To promote integrated planning | Number of houses constructed at the time of Sale, Sizemore Hostel and Ext 18 Dlamini | Output | Municipal project data | Bi-Annually | 199 | 120 Houses | 100 Houses | Nil | 100 Houses | Nil | 100% Compliance | Technical Services | Technical Services | |
| Municipal roads and stormwater | Upgrade and maintain Municipal roads within the LM | Kilometers of municipal roads annually upgraded and maintained | Process | Municipal IDP Process Plan | Bi-Annually | Compliance Process Plan | Compliance Process Plan | Compliance Process Plan | Compliance Process Plan | Compliance Process Plan | Compliance Process Plan | 100% Compliance | Technical Services | Technical Services | |
| Sanitation | To eradicate existing backlog in sanitation within 8 years | % households with access to a basic level of sanitation | Outcome | WSDP | Annually | 35% | 36% | 36% | 36% | 36% | 36% | 100% Compliance | Technical Services | Technical Services | |
| Infrastructure and Services | | | | | | | | | | | | | | | |
| Rural Community | Urban | Outcome | WSDP | Annually | 35% | 36% | 36% | 36% | 36% | 36% | 36% | 100% Compliance | Technical Services | Technical Services | |
| Fairfields | Rural Community | Outcome | WSDP | Annually | 100% | N/A | N/A | N/A | N/A | N/A | N/A | N/A | Technical Services | Technical Services | |
| Endumeni LM | Endumeni LM | Outcome | WSDP | Annually | 89% | 90.1% | 90.1% | 90.1% | 90.1% | 90.1% | 90.1% | 100% Compliance | Technical Services | Technical Services | |
| Waste Management | To facilitate integrated waste management | % of households with a weekly refuse removal service | Outcome | Monthly Report Manager Services | Bi-Annually | 60% | 64% | 67% | 65% | 65% | 65% | 100% Compliance | Technical Services | Technical Services | |
| Water | To eradicate no backlog in water provision within 15 years | % households with access to basic water provision | Outcome | WSDP | Annually | % | % | N/A | N/A | N/A | N/A | 100% Compliance | Technical Services | Technical Services | |
| Rural Communities | Urban | Outcome | WSDP | Annually | 95% | 96% | 96% | 96% | 96% | 96% | 96% | 100% Compliance | Technical Services | Technical Services | |
| Fairfields | Rural Communities | Outcome | WSDP | Annually | 11% | 27% | 27% | 27% | 27% | 27% | 27% | 100% Compliance | Technical Services | Technical Services | |
| Endumeni LM | Endumeni LM | Outcome | WSDP | Annually | 99% | 90.3% | 90.3% | 90.3% | 90.3% | 90.3% | 90.3% | 100% Compliance | Technical Services | Technical Services | |

| NAT KPI | LOCAL KPI | IDP OBJECTIVE | KPI | TYPE | SOURCE | FREQUENCY | BASELINE | ANNUAL TARGET (PROJECTION) | TARGET FOR THE FIRST 6 MONTHS | ACTUAL FOR THE SECOND 6 MONTHS | REASON FOR PERFORMANCE STATUS | RECOMMENDED CORRECTIVE ACTION | RESPONSIBLE DEPARTMENT | |
|----------------------------|--|--|---|----------------------------|---------------------------|-------------------------------|----------|----------------------------|-------------------------------|--------------------------------|-------------------------------|-------------------------------|---------------------------|----------------------------|
| | | | | | | | | | | | | | | |
| Disaster Management | To ensure that the Disaster Management Plan is updated on a regular basis | Progress made with the annual update of the Disaster Management Plan | Outcome | Disaster Management Report | Annually | 12 Reports | 12 | 6 | 6 | B | 100% | | Health, Safety & Security | |
| Fire Fighting Service | To ensure the delivery of a comprehensive fire fighting service in accordance with memorandum of agreement | Report on usage of Endowment Fire Equipment | Outcome | Monthly Report | Bi-Annually | 12 Reports | 12 | 6 | 6 | C | 100% | | Health, Safety & Security | |
| Information Technology | To improve communication | Progress made with Setting up Web Site and computer training | Outcome | Computer and Web Site | Bi-Annually | 4 | 4 | 2 | 6 | 2 | A | 250% | | Manager Corporate Services |
| Employment Equity | To annually review Council's Employment Equity and return to Department of Labour | Meeting the deadline for the Review and the Submission of the Report | Outcome | Visual HR Program | Bi-Annually | 1 | 1 | 1 | 0 | 0 | N/A | 100% | | Head Administration |
| Human Resources Management | To monitor and control all key KQs and internal Audit Approval | Outcome | Electronic Register and personnel files | Annual | Actual Leave Applications | Favourable Audit January 2009 | 0 | 1 | 1 | 1 | 100% | | HOD Administration | |
| Workplace Skills | To advance the skills development of the employees of Endowment | Meeting Deadline for LOWESTA | Outcome | Skills Audit | Annually | Annual Report | 1 | 1 | 1 | D | N/A | 100% | | Head Administration |

ENDOMENI MUNICIPALITY
ORGANISATIONAL PMS SCORECARD

1 JULY 2008 - 30 JUNE 2009

| WAT KPA | LOCAL KPA | IDP OBJECTIVE | KPI | Type | Source | Frequency | Baseline | Annual Target for the First 6 Months | Actual for the First 6 Months | Target for the Second 6 Months | Actual for the Second 6 Months | Reasons for Performance Status | Recommended Corrective Action | Responsible Dept | |
|---------------------|---|--|----------|--|-------------|----------------|----------|--------------------------------------|-------------------------------|--------------------------------|--------------------------------|--------------------------------|-------------------------------|---------------------|---------------------|
| | | | | | | | | | | | | | | | |
| Primary Health Care | To render an efficient and comprehensive service to Residents of Endomeni | Number of Meetings held by Professional Nurses | Outcome | Record file of Minutes | Bi-Annually | 12 | 12 | 6 | 6 | 6 | 6 | 100% | Chief Professional Nurse | | |
| | | Number of Meetings by pre Clinic Committees | Outcome | Record file of Minutes | Bi-Annually | 4 | 4 | 2 | 2 | 3 | 3 | 125% | Chief Professional Nurse | | |
| | | Number of Drug Inspections | Outcome | Report | Bi-Annually | 12 | 12 | 0 | 0 | 6 | 6 | 100% | Chief Professional Nurse | | |
| | | Number of Infection Control | Outcome | Report | Bi-Annually | 12 | 12 | 6 | 6 | 6 | 6 | 100% | Chief Professional Nurse | | |
| | | Number of Complaints Received from Clients | Outcomes | Records kept | Bi-Annually | Actual Figures | 0 | 0 | 0 | 0 | 5 | 100% | Chief Professional Nurse | | |
| | | Number of HIV/AIDS Programmes | Outcome | Reports | Bi-Annually | 12 | 12 | 6 | 6 | 6 | 6 | 100% | Chief Professional Nurse | | |
| | | Annual HIV/AIDS Campaign | Outcome | Programmes | Annual | 2 | 2 | 0 | 2 | 2 | 2 | 200% | Health Services | | |
| | | Number of Books issued | Outcome | Monthly Reports | Bi-Annually | 104 000 | 104 000 | 52 000 | 52 000 | 52 000 | 52 000 | 111% | Head Administration | | |
| | | Number of Educational Programmes Conducted | Outcome | Monthly Reports | Bi-Annually | 10 | 10 | 5 | 11 | 5 | 4 | 150% | Head Administration | | |
| | | Number of Library Visits | Outcome | Monthly Reports | Bi-Annually | 120 000 | 120 000 | 60 000 | 60 000 | 75 226 | 75 226 | 111% | Head Administration | | |
| Dundee Library | To render an efficient library service to the residents of Endomeni | Number of Books issued | Outcome | Monthly Reports | Bi-Annually | 7 000 | 7 000 | 3 500 | 3 117 | 3 500 | 4 745 | 141% | Head Administration | | |
| | | Number of Educational Programmes Conducted | Outcome | Monthly Reports | Bi-Annually | 8 | 8 | 4 | 0 | 4 | 0 | 25% | Head Administration | | |
| | | Number of Library Visits | Outcome | Monthly Reports | Bi-Annually | 24 000 | 24 000 | 12 000 | 32 937 | 12 000 | 35 893 | 285% | Head Administration | | |
| | | Number of Books issued | Outcome | Monthly Reports | Bi-Annually | 70 000 | 70 000 | 35 000 | 26 437 | 35 000 | 32 472 | 86% | Head Administration | | |
| | | Number of Educational Programmes Conducted | Outcome | Monthly Reports | Bi-Annually | 10 | 10 | 5 | 5 | 5 | 21 | 250% | Head Administration | | |
| Sibongile Library | To render an efficient library service to the residents of Endomeni | Number of Library Visits | Outcome | Monthly Reports | Bi-Annually | 80 000 | 80 000 | 40 000 | 41 939 | 40 000 | 46 745 | 111% | Head Administration | | |
| | | Number of Books issued | Outcome | Monthly Reports | Bi-Annually | 51 000 | 51 000 | 25 000 | 38 73 | 5 500 | 14 45 | 45% | Head Administration | | |
| | | Number of Educational Programmes Conducted | Outcome | Monthly Reports | Bi-Annually | 6 | 6 | 3 | 0 | 3 | - | - | Part Time | | |
| | | Number of Library Visits | Outcome | Monthly Reports | Bi-Annually | - | - | - | - | - | - | - | Part Time | | |
| Genzile Library | To render an efficient library service to the residents of Endomeni | Number of Books issued | Outcome | Record kept | Annually | Actual Figures | Actual | Actual | Actual | Actual | Actual | Actual | Actual | Part Time Scanner | |
| | | Number of Educational Programmes Conducted | Outcome | Attendance System | Monthly | 12 | 12 | 6 | 6 | 6 | 6 | 100% | Head Administration | | |
| | | Number of Library Visits | Outcome | Records kept | Bi-Annually | 18 | 18 | 9 | 17 | 9 | 19 | 167% | Head Administration | | |
| Webbank Library | To render an efficient library service to the residents of Endomeni | Number of Books issued | Outcome | Record file | Annually | Actual Figures | Actual | Actual | Actual | Actual | Actual | Actual | Actual | Head Administration | |
| | | Number of Educational Programmes Conducted | Outcome | Attendance System | Bi-Annually | 12 | 12 | 6 | 6 | 6 | 6 | 100% | Head Administration | | |
| Archives Registry | To adequately manage and store all Council records | Business Licencing | Outcome | Number of Business Licences | Outcome | Actual Figures | Actual | Actual | Actual | Actual | Actual | Actual | Actual | Head Administration | |
| | | Council and Committees work | Outcome | Number of E-zeco and Council Meetings held per annum | Outcome | Actual Figures | Actual | Actual | Actual | Actual | Actual | Actual | Actual | Actual | Head Administration |

ENDUMEN MUNICIPALITY
ORGANISATIONAL SCORECARD

1 JULY 2008 - 30 JUNE 2009

| NAT KPA | LOCAL KPA | KPI OBJECTIVE | KPI | TYPE | SOURCE | FREQUENCY | TARGET | ANNUAL TARGET 30/06/2008 | TARGET FOR TIME FIRST 6 MONTHS | ACTUAL FOR FIRST 6 MONTHS | TARGET FOR THE SECOND 6 MONTHS | ACTUAL FOR THE SECOND 6 MONTHS | REASONS FOR PERFORMANCE STATUS | RECOMMENDED CORRECTIVE ACTION | RESPONSIBLE DEPT | | |
|---------|---------------------------------|--|---|---|------------------|--------------------------|-------------|--------------------------------|---|---------------------------------|---|---|--------------------------------------|-------------------------------------|-------------------------|----------------------------|-----------------------|
| | | | | | | | BL-ANNUALLY | BL-ANNUALLY | BL-ANNUALLY | BL-ANNUALLY | BL-ANNUALLY | BL-ANNUALLY | BL-ANNUALLY | BL-ANNUALLY | BL-ANNUALLY | BL-ANNUALLY | |
| | | Law Enforcement | Outcome | Monthly Reports | Bl-Annually | 1 000 000 | 1 000 000 | 600 000 | 189 025 | \$0 000 | 464 565 | 16% | | | Head: Safety & Security | | |
| | | Regular Acco Road Blocks | Outcome | Monthly Reports | Bl-Annually | 1 Road Block | 1 | 4 | 7 | 4 | 6 | 163% | | | | Head: Safety & Security | |
| | | To create a safe road and traffic environment for all road users through education and law enforcement | % Progress made with the implementation of Picad Buildings & Signs | Outcome | Monthly Reports | Paint Roads & Pic. Plan | 50km | 25km | 11km | 25km | 25km | 78% | | | | Head: Safety & Security | |
| | | Programmes | Outcome | Monthly Reports | Bl-Annually | School Visits | 24 | 12 | 12 | 12 | 14 | 108% | | | | Head: Safety & Security | |
| | | To render an efficient service in terms of testing to the residents of Endumen | Accommodate all Applications with Services | Outcome | Monthly Reports | Bl-Annually | 1 300 000 | 1 300 000 | 650 000 | 107 470 | 650 000 | 104 087 | 163% | | | Manager: Safety & Security | |
| | | Testing Centre | Feedback on the Participation of Sports Events | Outcome | Record of Events | Annually | 16 | 16 | 10 | 1B | 5 | N/A | 120% | | | Head: Health Services | |
| | Social and Economic Development | Youth, Sports & Recreation | To co-ordinate youth development opportunities in Endumen Municipality | Number of Events Facilitated per Month | Outcome | Events | Annually | 2 | 2 | 1 | 1 | 1 | N/A | 50% | | | Head: Health Services |
| | | Updating of Legislation | To Keep Up to Date | Outcome | Records | 6 Monthly | 2 | 2 | 1 | 1 | 1 | 100% | | | | Head: Legal & Estates | |
| | | Execution of Council decisions | To Keep Up to Date | Outcome | Records | Monthly | 12 | 12 | 6 | 6 | 6 | 100% | | | | Head: Legal & Estates | |
| | | Upkeep of By-Laws | Update By-Laws | Outcome | Records | Ongoing | 12 | 12 | 6 | 2 | 6 | 100% | | | | Head: Legal & Estates | |
| | | Legal & Estates | Timely direction and issuing of declared earthnotes | To Keep Up to Date | Records | 6 Monthly | Actual | Actual | Actual | Actual | 193 | 153 | - | | | Head: Legal & Estates | |
| | | | Timely provision of legal advice and guidance to determine legal complications of reports to procedures pertaining to farm planning agreements (Title Deeds and Proceedings followed) | Legal Advice and Guidance Checked | Outcome | Monthly | 18 | 18 | 3 | 11 | 9 | 19 | 167% | | | Head: Legal & Estates | |
| | | | To collect, collate, protect and preserve the heritage of the Endumen and Northern KwaZulu-Natal areas for future generations | To Keep Up to Date | Outcome | Re: Monthly Applications | Actual | Actual | Actual | Actual | 2 | - | - | | | Head: Legal & Estates | |
| | | Takala Museum | Record Number of Visitors | Outcome | Monthly Reports | Bl-Annually | 26 000 | 26 000 | 14 000 | 3305 | 14 000 | 77190 | 74% | | | Head: Administration | |
| | | Total and Economic Development | Number of Function Held | Outcome | Monthly Reports | Bl-Annually | 2 Events | 3 | 2 | 3 | 1 | 2 | 167% | | | Head: Administration | |
| | | | Cross Check all Museum Items | Outcome | Documents | Bi-Annually | 1 000 | 1 000 | 500 | 459 | 500 | 671 | 113% | | | Head: Administration | |
| | | | To establish efficient data base on archive | To Collate and Establish Computer Data Base | Outcome | Bi-Annually | 1 000 | 2 000 | 1 600 | 4428 | 1 600 | 1260 | 284% | | | Head: Administration | |
| | | | To Research Requests from new exhibits | To Research Requests from Visitors | Outcome | On Request | 200 | 200 | 100 | 78 | 100 | 46 | 43% | | | Head: Administration | |

REPORT OF THE FINANCIAL OFFICER FOR THE PERIOD 1 July 2008 - 30 June 2009

REPORT MANAGER TECHNICAL SERVICES FOR THE PERIOD 1 JULY 2008 TO 30 JUNE 2009

| KRA | OBJECTIVE | KPI | TYPE | SOURCE | FREQUENCY | BASELINE | ANNUAL TARGET 2008/09 | TARGET FOR THE FIRST 6 MONTHS | ACTUAL FOR THE FIRST 6 MONTHS | REASONS FOR PERFORMANCE STATUS | PRE-RECOMMENDED CORRECTIVE ACTION | RESPONSIBLE OFFICIAL |
|---------------------------------|---|---|---------|--|-------------|-------------------------|---|---------------------------------|-------------------------------|--------------------------------|--|--|
| | | | | | | | | SECOND & MONTHS | MONTHS | | | |
| | To access grant funding to extend the services to low income communities | Rand value of grants received | Input | Municipal Financial System | Annual | R500 000 | R2 000 000 | R300 000 | Nil | Nil | See documentation directed to Province | Manager Electrical |
| Electricity | To complete all projects underway and within the budget allocated | % progress made with electricity projects as per capital budget | Output | Municipal Financial System | Bi Annually | 100% | 100% | 40% | 95% | 100% | 100% COMPLIANCE | Manager Electrical |
| | To ensure the enforcement of bylaws by detection of offenders in residential unreported electrical meters | Number of enforcement per annum | Output | Municipal Financial System | Bi Annually | 300 | 320 | 180 | 120 | | 75% COMPLIANCE | Manager Electrical |
| | To facilitate access to electricity for each consumer within Endembe Municipality | % of households with electricity connections | Output | 2007/11 IDP | Annual | 75 50% | 78 00% | 78 00% | 78 00% | 78 00% | Tender Awarded | Manager Electrical |
| | To reduce electricity distribution losses | % reduction in electricity distribution losses | Input | Municipal Financial System | Annual | 14% | 13% | 13% | 13% | 13% | 100% COMPLIANCE | Manager Electrical |
| Housing | To coordinate service delivery in respect of housing in Endembe Municipality | Number of houses constructed at the Shongwele, Sihlumele Hostel and Ext 18 Dundee | Output | Municipal project data | Bi Annually | 199 | 200 Houses - 720 Single Quarters | 100 Houses - 60 Single Quarters | Nil | Nil | See documentation directed to Province | Manager Technical Services |
| Integrated development planning | To promote integrated planning | Extent of compliance with the IDP review deadlines | Process | Municipal IDP process plan | Bi Annually | Compliance Process Plan | Compliance Process Plan | Budget 2008/2009 3% | Budget 2008/2009 3% | 100% COMPLIANCE | Compliance Process Plan | Manager Technical Services |
| Maintenance of infrastructure | To ensure that Council's infrastructure are adequately maintained | % of Council's budget spent on maintenance | Input | Municipal Financial System | Annual | Budget 2007/2008 2.5% | Budget 2008/2008 3% | Budget 2008/2009 3% | Budget 2008/2009 3% | 100% COMPLIANCE | Budget 2008/2009 3% | Chief Financial Officer |
| MG | To effectively manage all MG funding | % of MG allocation spent per annum | Output | MG DAU Reports | Bi Annually | New Business Plan | 100% to Mgt cash flow | 100% to Mgt cash flow | 100% to Mgt cash flow | 100% COMPLIANCE | 100% to Mgt cash flow | Manager Technical Services |
| Municipal roads | Upkeep and maintain Municipal roads within the Umzimvubu | % progress made with roads and stormwater projects as per capital budget | Output | Municipal Financial System | Bi Annually | 100% | 100% | 40% | 15% | 100% | 100% COMPLIANCE | Manager Civil Services |
| Parks and gardens | To maintain all parks, parks and municipal verges | % Compliance as per service standard adopted by Council | Output | Monthly Report Manager Sanitation Services | Bi Annually | N/A | Compliance as per service standard to be adopted by Council | 50% Complied every 6 weeks | 70% | 70% | 70% COMPLIANCE | Investigation to be conducted into capacity constraints of council plant and equipment |
| Stormwater | To maintain and clean the stormwater network on a regular basis | % of catchments cleaned annually | Output | Monthly Report Manager Technical Services | Bi Annually | 30% | 40% | 20% | 20% | 40% | 100% COMPLIANCE | Asst Manager Civil Services |
| Waste Management | To facilitate Integrated Waste Management | % of households with a weekly refuse removal service | Output | Monthly Report Manager Sanitation Services | Bi Annually | 80% | 85% | 85% | 85% | 85% | 100% COMPLIANCE | Manager Sanitation Services |
| | | Extent of compliance of Cremco site with DWAf regulations | | Monthly Report Manager Sanitation Services | | 75% | 85% | 80% | 80% | 80% | 100% COMPLIANCE | Manager Sanitation Services & Manager Admin Services |

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| | | | | | | | | | | | | |
|---------|--|--|---------|---|----------|-------------------------|----------------------------|----------------------------|----------------------------|-----------------|-----|----------------------------------|
| DSH Act | To facilitate implementation of DSH Act Technical Services Dept only | Extent of compliance with applicable sections of Act | Process | Monthly report Manager Admin Technical Services | Annually | Compliance Process Plan | Compliance to Process Plan | Compliance to Process Plan | Compliance to Process Plan | 100% COMPLIANCE | NIL | Manager Admin Technical Services |
|---------|--|--|---------|---|----------|-------------------------|----------------------------|----------------------------|----------------------------|-----------------|-----|----------------------------------|

ENDOMENI MUNICIPALITY
CORPORATE SERVICES SCORECARD: REPORTING FORMAT
2008/2009

REPORT MANAGER CORPORATE SERVICES FOR THE PERIOD 1 JULY 2008 - 30 JUNE 2009

| KPI | OBJECTIVE | KPI | SOURCE | FREQUENCY | ANNUAL BASELINE | TARGET FOR THE FIRST 6 MONTHS | ACTUAL FOR FIRST 6 MONTHS | TARGET FOR THE SECOND 6 MONTHS | ACTUAL FOR THE SECOND 6 MONTHS | REASONS FOR PERFORMANCE STATUS | RECOMMENDED CORRECTIVE ACTION | RESPONSIBLE OFFICIAL |
|--|---|---|--|--|-----------------|-------------------------------|---------------------------|--------------------------------|--------------------------------|--------------------------------|-------------------------------|----------------------|
| | | | | | | | | | | | | |
| | To collect, collate, protect and preserve the heritage of the Endomeni and Northern Kwa-Zulu Natal areas for future generations | Record numbers/percentage of visitors and distribution KPI requires classification | Monthly reports, annual reports showing distribution of visitor demographics | Bi-Annually | 28 000 | 26 000 | 14 000 | 3195 | 14 000 | 12 100 | 74% | Head Administration |
| T Island Museum | To provide an efficient museum service for the residents of Endomeni, KwaZulu-Natal, South Africa and internationally | Number of functions planned and executed per year | Monthly Reports | Bi-Annually | 3 Events | 3 | 2 | 3 | 1 | 2 | 167% | Head Administration |
| | To ensure correct and efficient date on museum collections | Cross check of all museum items ensuring document can be complete, accurate and attach photo of item for ID and insurance | Documentation | Bi-Annually | 1 000 | 1 000 | 500 | 459 | 500 | 501 | 113% | Head Administration |
| | To establish efficient data base of archives | To collate, document and establish computerised data base of archival holdings | Archival documents | Bi-Annually | 2 000 | 2 000 | 1 000 | 4128 | 1 000 | 1 259 | 204% | Head Administration |
| Research - visitor requests - new exhibits | To research requests from visitors | On request by researchers As required for new exhibits | Archival documents | On request by researchers As required for new exhibits | 200 | 200 | 100 | 78 | 100 | 88 | 85% | Head Administration |

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ENDUMENI MUNICIPALITY
CORPORATE SERVICES SCORECARD: REPORTING FORMAT
 2008/2009

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| KPI | OBJECTIVE | KPI | SOURCE | FREQUENCY | BASLINE | ANNUAL REPORT 2008/9 | TARGET FOR THE FIRST 6 MONTHS | ACTUAL FOR FIRST 6 MONTHS | TARGET FOR THE SECOND 6 MONTHS | ACTUAL FOR THE SECOND 6 MONTHS | RECOMMENDED CORRECTIVE ACTION | RESPONSIBLE OFFICIAL | |
|---------------------|---|---|--|-------------|---------------------------|----------------------|-------------------------------|---------------------------|--------------------------------|--------------------------------|-------------------------------|--------------------------|---------------------|
| Primary Health Care | To render an efficient and comprehensive service to Residents of Endumeni | Number of Meetings held by Professional Nurses | Records File of Minutes | Bi Annually | 12 | 12 | 6 | 6 | 6 | 6 | 100% | Chief Professional Nurse | |
| | | Number of Meetings held by The Clinic Committee | Records File of Minutes | Bi Annually | 4 | 4 | 2 | 2 | 2 | 3 | 125% | Chief Professional Nurse | |
| | | Number of Drug Management Inspections undertaken by Supervisor | Supervisory Report | Bi Annually | 12 | 12 | 0 | 0 | 6 | 6 | 100% | Chief Professional Nurse | |
| | | Number of Infection control and Disposal of Medical Waste | Supervisory Report | Bi Annually | 12 | 12 | 6 | 6 | 6 | 6 | 100% | Chief Professional Nurse | |
| | | Number of Complainants received from Clients | Records File by Chief Professional Nurse | Bi Annually | Actual Figures | 0 | 0 | 0 | 0 | 5 | 100% | Chief Professional Nurse | |
| | | Number of Internal HIV/AIDS Awareness and Education Programmes conducted at the Clinics | Report by Co-Ordinator | Bi Annually | 12 | 12 | 6 | 6 | 6 | 6 | 100% | Chief Professional Nurse | |
| | | Annual HIV/AIDS Awareness Campaign/Projects | Report by Co-Ordinator | Annually | 2 | 2 | 0 | 2 | 2 | 2 | 200% | Head Health Services | |
| | | To Mitigate the Effect of the HIV/AIDS Pandemic | Virtual Human Resource Programme and Employment Equity | Bi Annually | To Complete Annual Report | 1 | 1 | 0 | N/A | 100% | | Head Administration | |
| | | To annually review Council's Employment Equity and submit to Department of Labour | Actual Leave Applications | Annually | Favourable Audit | Audit January 2009 | 0 | 1 | 1 | 1 | 100% | | Head Administration |
| | | Human Resources Management | Electronic Register and Personal files | Annually | | | | | | | | | |
| Workforce Skills | To monitor third party leave | AG and internal audits and opinion on status of leave records | Skills Audit Forms | Annually | Report Annually | 1 | 1 | 1 | 0 | N/A | 100% | | Head Administration |
| Dundee Library | To advance the skills levels of the employees of Endumeni | Meeting deadlines for the review and submission date to LQWSETA | Monthly Reports | Bi Annually | 104 000 | 104 000 | \$2 000 | 57 746 | \$2 000 | \$7718 | 111% | | Head Administration |
| | To render an efficient library service to the residents of Endumeni | Number of educational programmes conducted | Monthly Reports | Bi Annually | 10 | 10 | 5 | 11 | 5 | 4 | 150% | | Head Administration |
| | | Number of library visitors | Monthly Reports | Bi Annually | 120 000 | 120 000 | 60 000 | 57 688 | 60 000 | 74 526 | 111% | | Head Administration |

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| KPA | OBJECTIVE | KPI | SOURCE | FREQUENCY | BASELINE | ANNUAL REPORT 2008/09 | TARGET FOR THE FIRST 6 MONTHS | ACTUAL FOR THE FIRST 6 MONTHS | TARGET FOR THE SECOND 6 MONTHS | ACTUAL FOR THE SECOND 6 MONTHS | RECOMMENDED CORRECTIVE ACTION | | RESPONSIBLE OFFICIAL |
|--------------------------------|--|---|----------------------------|-------------|--------------------|-----------------------|-------------------------------|-------------------------------|--------------------------------|--------------------------------|--------------------------------|--|----------------------------|
| | | | | | | | | | | | REASONS FOR PERFORMANCE STATUS | | |
| Sibongile Library | To render an efficient library service to the residents of Endumeni | Number of books issued | Monthly Reports | Bi Annually | 7 000 | 7 000 | 3 500 | 5 117 | 3 500 | 4746 | 141% | | Head Administration |
| Witsbank Library | To render an efficient library service to the residents of Endumeni | Number of educational programmes conducted | Monthly Reports | Bi Annually | 8 | 8 | 4 | 6 | 4 | 9 | 213% | | Head Administration |
| Glencoe Library | To render an efficient library service to the residents of Endumeni | Number of library visitors | Monthly Reports | Bi Annually | 24 000 | \$ 24 000 | 12 000 | 33 097 | 12 000 | 35 991 | 205% | | Head Administration |
| Archives & Registry | To adequately manage and store all Council records | Number of books issued | Monthly Reports | Bi Annually | 11 000 | 11 000 | 5 500 | 3913 | 5 500 | 1446 | 40% | | Head Administration |
| Business Licensing | To ensure that all categorised business complies with the Business Licensing Act | Number of Business Licences | Registration System | Bi Annually | 4 | 4 | 3 | 0 | 3 | N/A | PART TIME | | Head Administration |
| Councillors and Committee Work | To enable the Council to meet and take decisions on deliverables | Number of Councillor and Committee meetings held per year | Minutes | Bi Annually | - | - | - | - | - | - | Need Electronic Scanner | | Head Administration |
| Disaster Management | To ensure that the Disaster Management Plan is updated on a regular basis | Progress made with the annual update of the Disaster Management Plan | Disaster Management Report | Bi Annually | 12 Reports | 12 | 6 | 6 | 6 | 6 | 100% | | Head Safety & Security |
| Fire Fighting Service | To ensure the delivery of a comprehensive fire fighting service in accordance with memorandum of agreement | Report on usage of Endumeni Municipal equipment in use by Fire Fighting Service | Month-and Month Report | Bi Annually | 12 Monthly Reports | 12 | 6 | 6 | 6 | 6 | 100% | | Head Safety & Security |
| Information Technology | To improve communication | Programme made with setting up Computer Training and Website Update | Computers | Bi Annually | 4 | 4 | 2 | 2 | 4 | 4 | 250% | | Manager Corporate Services |

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|--|---|--|----------------|----------------------------|-----------|-----------------------|-------------------------------|-------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|-------------------------------|--------------------------------|---------------------------|--------------------------------|
| | | | | | | | | | | | PERFORMANCE STATUS | REASONS FOR PERFORMANCE STATUS | PERFORMANCE STATUS | REASONS FOR PERFORMANCE STATUS | PERFORMANCE STATUS | REASONS FOR PERFORMANCE STATUS |
| Law Enforcement | To create a safer road and traffic environment for all road users through education and law enforcement | Law Enforcement | Monthly Report | Bi-Annually | 1 000 000 | 1 000 000 | 500 000 | 369 823 | 600 000 | 434 551 | 85% | 163 000 | 85% | N/A | Head Safety & Security | |
| Regular Auto Road Blocks | % progress towards with the implementation of road marking and road signs business plan | Monthly Report | Bi-Annually | 8 Road Blocks | 8 | 4 | 7 | 4 | 8 | 6 | 163 000 | 85% | 163 000 | 85% | N/A | Head Safety & Security |
| Number of schools that undertaken road safety training programmes | Accommodation of Applicants with Disabilities [As per Demand] | Monthly Report | Bi-Annually | Plant Roads 21 per plan | 50km | 25km | 11km | 7.5km | 25km | 25km | 78% | 102% | N/A | Head Safety & Security | Head Safety & Security | |
| Training Centre | To render an efficient service in terms of testing to the residents of Ermelo | Monthly Reports | Bi-Annually | Visi Schools - Road Safety | 24 | 12 | 12 | 12 | 12 | 12 | 103% | 103% | 103% | 103% | Manager Safety & Security | Manager Safety & Security |
| Youth, Sports & Recreation | To co-ordinate sport events | Records of Events | Annually | 1 300 000 | 1 300 000 | 650 000 | 1024 170 | 650 000 | 1040 857 | 1040 857 | 103% | 128% | N/A | Head Health Services | Head Health Services | |
| Developmental Youth Municipality | To co-ordinate youth development opportunities in Developmental Municipality | Number of events facilitated per annum | Annually | Events | 15 | 15 | 10 | 19 | 5 | N/A | 128% | 103% | N/A | Head Health Services | Head Health Services | |
| Upgrading of Legislation | To keep up to date | Records | 6 Monthly | 2 | 2 | 1 | 1 | 1 | 1 | 1 | 100% | 100% | 100% | 100% | Head Legal & Estates | Head Legal & Estates |
| Execution of Council decisions | To keep up to date | Records | Monthly | 12 | 12 | 6 | 6 | 6 | 6 | 6 | 100% | 100% | 100% | 100% | Head Legal & Estates | Head Legal & Estates |
| Upkeep of By-Laws | Update By-Laws | Records | Ongoing | 12 | 12 | 6 | 2 | 6 | 6 | 6 | 100% | 100% | 100% | 100% | Head Legal & Estates | Head Legal & Estates |
| Timely checking and signing of clearance certificates | To keep up to date | Records | 6 Monthly | Actual | Actual | Actual | Actual | Actual | Actual | Actual | 153 | 153 | 153 | 153 | Head Legal & Estates | Head Legal & Estates |
| Timely provision of legal advice and Cheating Agents to government legal compilation of reports to Council | Legal Advice | Records | Monthly | 10 | 10 | 9 | 11 | 8 | 19 | 19 | 167% | 167% | 167% | 167% | Head Legal & Estates | Head Legal & Estates |
| Procedures pertaining to Town Planning Amendments (Landmarks and previously approved) | To keep up to date | Records | Monthly | Actual | Actual | Actual | Actual | Actual | Actual | Actual | 2 | 2 | 2 | 2 | Head Legal & Estates | Head Legal & Estates |